Washington Statewide Homeland Security Strategic Planning

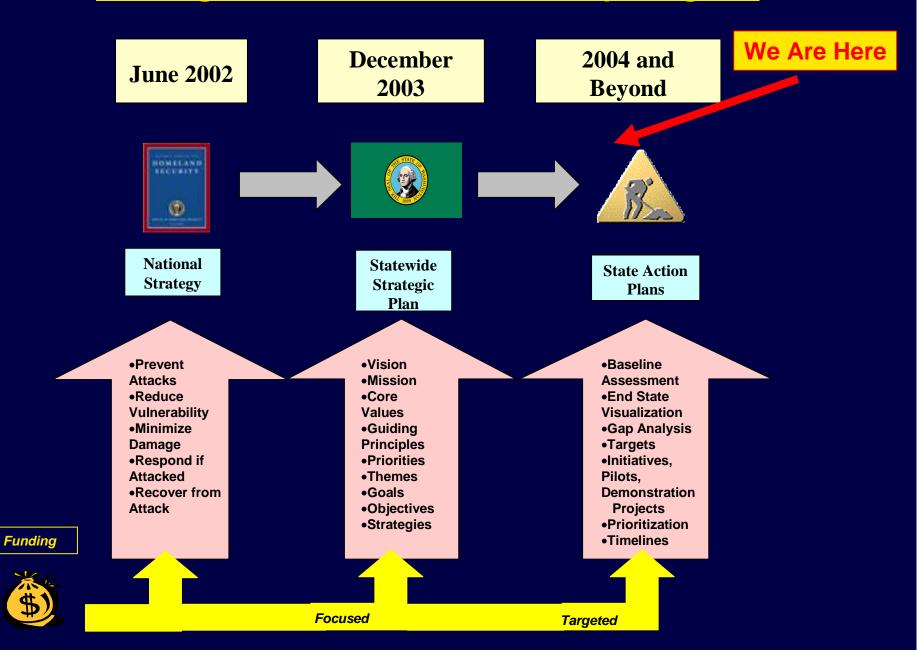


February 2004

Overview

- Washington State Homeland Security Strategic Framework
- State Strategy Process and Outcomes
- Next Steps
- Action Plan Lead Responsibilities
- Action Plan Format
- Action Plan Leads

Strategic Framework Relationship Diagram



Washington Statewide Homeland Security Strategic Planning



The Road We Have Travelled
Team Washington

<u>Methodology – Collaborative Process</u>

Listening

- Document Review
- Meetings
- Interviews
- E-Mail
- Briefings and Discussions
- Teleconferences
- Statewide Template Initiative

Regional HLS Council (County & Local Governments) **Committee on Terrorism WA Emergency Management Council FEMA Region X Washington Emergency Management Association Region 6 Emergency Management Advisory Council** State Agencies - (MIL, DOH, DIS, WSP, DOT, AGR, DOE) WA State CEMP - ESF POCs **WA Emergency Management Dept** Office of the State Fire Marshall **Association of WA Business & PNWER** Office of Superintendent of Public Education WA State Assoc. of Local Public Health Officials **WA State EMS & Trauma Care Steering Committee Washington Hospital Association WA Association of Sheriffs and Police Chiefs State Association of Fire Chiefs WA Labor Council WA Citizens Corps Governor's Office of Indian Affairs WA State Tribes & Tribal Nations Office of Financial Management Governor's Policy Advisor** Ports of Tacoma & Seattle **City of Seattle WA State Ferries**

WA Association of Contingency Planners

HLS Strategic Planning Linkage Concept



Themes/Perspectives

Points of View = Areas Where We Must Excel

Goals

Success = accomplishment of our mission

A target that Washington State wants to achieve regarding an improved level of capability.

Objectives

Specific statements of desired achievement that support the goal. "The Finish Line" Interim & End-state specific statements on how a goal will be accomplished

Strategies

mplementation steps on how to accomplish the objectives in support of our goals.

A road map to the accomplishment of the objective.

Supporting Action Plans

To Ensure What We Do and What We Spend Money On = What is Important to Us

HLS Strategic Planning Linkage Outcome

Vision

Mission '

Values

"Ensure a safe and secure Washington for the 21st Century"

To protect citizens, property, environment, culture and economy of Washington State from terrorism - and to minimize the effects of a terrorist attack

What We Do

Freedom

Community Health & **Safety**

Economic Prosperity

Security – Protect people, infrastructure &

environment

 Teamwork – All-Citizen and All-State **Focus**

Continuous **Improvement**

 Ethical Relationships & Management

Financial Stewardship

WHAT IS IMPORTANT TO US

"Linkage"

The Future



- Partnership & Leadership
- Communication
- Prevent Attacks
- Reduce Vulnerabilities
- Emergency Preparedness, Education and Training
- Minimize Damage & Recover from Attacks Emergency

Response & Recovery

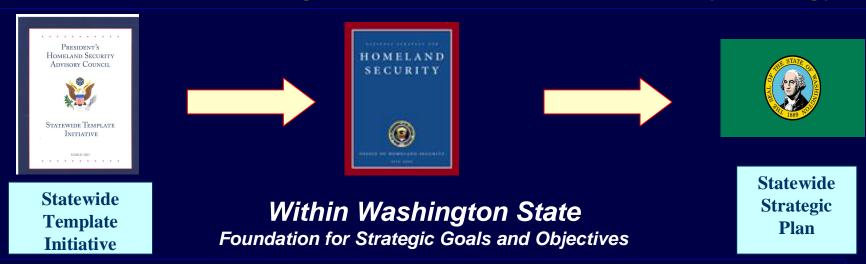
Resource Capacity

AREAS WHERE WE MUST EXCEL IN ORDER TO **ACCOMPLISH OUR MISSION**

ACHIEVE OUR VISION IN SUPPORT OF OUR CORE VALUES

Statewide Template Initiative (STI)

- Initiative by the President's Homeland Security Advisory Council.
- Template of (126) questions in (21) Topic Areas.
- Provides Self-Assessment & Focus for Plans.
- Supports Implementing the National Homeland Security Strategy.



- The STI was accomplished by collaboration TEAM Washington.
- Crosswalk Matrix Status & Linkage to Plan Goals & Objectives.

The Tale of Two Strategies

Merged Comprehensive Results
Same Goals, Objectives and Strategies

- Ø Not Publicly Releasable
- Ø Software driven
- Ø Narrower focus
- Ø Hard to read

<u>Stakeholder Groups:</u> State agencies; tribal nations; local government

Methodology: 100's of response agency stakeholders

<u>Focus:</u> First Responder Equipment, Planning, Training and Exercises

<u>Purpose:</u> Fulfill Federal Grant Guidance

DHS Office of Domestic State Homeland Security Strategy

Parallel Paths

- Ø Publicly releasable document
- Ø Customer driven
- Ø Broad focus
- Ø Easy to read

Stakeholder Groups: State agencies; tribal nations; local government; private business; trade associations; councils & committees; private citizens

Methodology: 1000's of broad stakeholders

Focus: Statewide security issues

<u>Purpose:</u> Develop Broad Statewide Needs

Washington Statewide Homeland Security Strategic Plan

STATEWIDE STRATEGIC OBJECTIVES

- Reduce Washington's Vulnerability to terrorism.
- Defend against, deter, dissuade and prevent terrorist attacks from occurring within Washington State.
- Prepare citizens, government, tribal nations and businesses at all levels to effectively respond in the event of a terrorist attack.
- Minimize the damage and effectively respond to and recover from attacks that do occur.



STATEWIDE GUIDING PRINCIPLES

-- as our cause is new, we must think anew and act anew —"
-- Abraham Lincoln

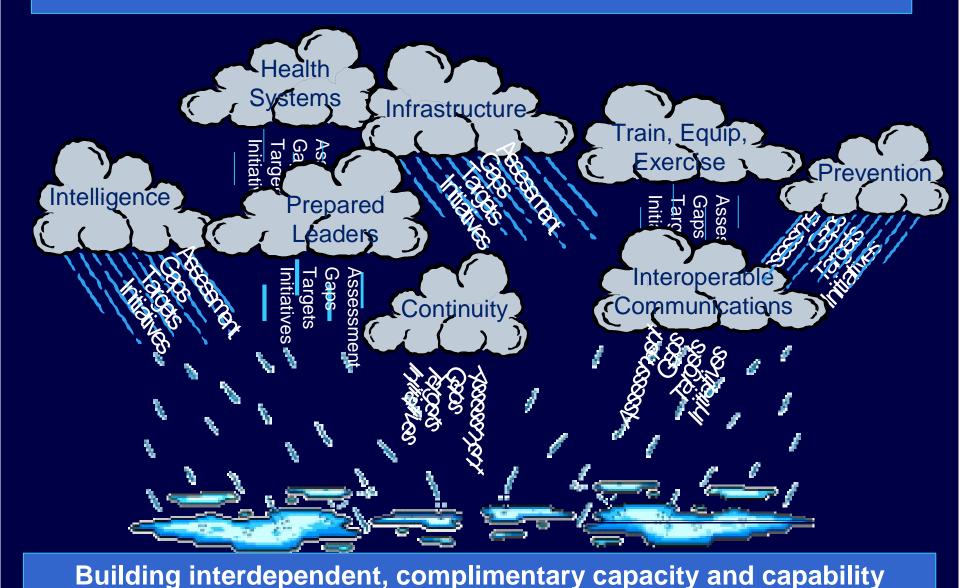
- Homeland security is every citizen's responsibility
- Prevention through an empowered, educated and vigilant citizenry
- Enhance response capability through planning, equipping, training and exercising
- Build core statewide capabilities and augment resources based on threats and vulnerabilities
- Achieve safe and effective protections through statewide standardization and interoperability
- Capacity, once created, must be supported and sustained into the future
- Washington State will be secure only when our communities are secure



STATEWIDE STRATEGIC PRIORITIES

- Fusing and sharing intelligence information among public and private sector entities.
- Enhancing healthcare and public health systems to ensure a surge capacity for emergencies and large-scale disasters.
- Training, equipping, and exercising emergency responders to assure their readiness for complex emergency responses.
- Assessing and protecting key assets and critical infrastructure, including interdependent physical and cyber information systems.
- Planning for and providing continuity of government and business operations before, during and after large-scale disasters.
- Assuring elected officials, community and business leaders, volunteers, and citizens are well informed and fully prepared to operate in an emergency environment.
- Protecting and supporting continuous functioning of interoperable communications and public safety information systems.
- Executing proactive prevention, preemption and deterrence initiatives

WASHINGTON HLS STRATEGIC PRIORITY INTERDEPENDENCIES



Washington Statewide Homeland Security Strategic Planning



The Road Ahead
Team Washington

The Road Ahead 2004

Dec 31
Report Objective &
Strategy
Progress

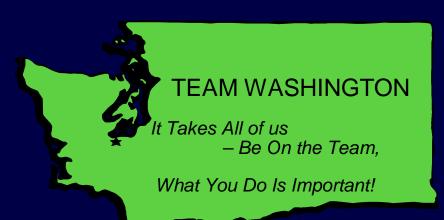
Dec 31
Complete
Business Plans
High Priority Items
FINISH

YEAR
START
Jan 9
Strategic Plan
Unveiled

Jan 8 & 20 COT/CHS Strategic Planning/

Oct - Dec Leads Coordinate Business Plan Dev High Priority Items

Oct 1
Provide Guidance
For
Business Plans



Jan 14 Develop Leads Strawman

14 Jan – 5 Feb Staff Strawman COT-EMC-DSEG

Sep Review Action Plans Work on Prioritization

Sep 1
Action Plans
Complete

Mar 15
Provide Guidance
For Action Plans

Mar 1
Achieve Consensus
DSEG
Approval

The Road Ahead 2005 and Beyond

Benelasi Seesily Similaria Siassis

Dec Annual Report on Progress

FINISH

Jan
Annual
COT/CHS
Strategic Planning
YEAR

START

Nov-Dec Prep for Strategic Planning

Work on Planning,
Analysis, Business Plans,
Implementation Plans =
Goal, Strategy &
Objective

Accomplishment '

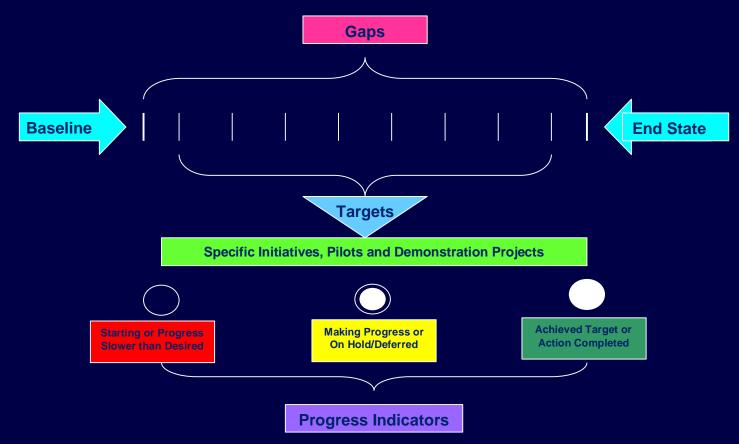
Sep
Review & Analysis
Update
E-Mail

Jun
Review & Analysis
Update
E-Mail

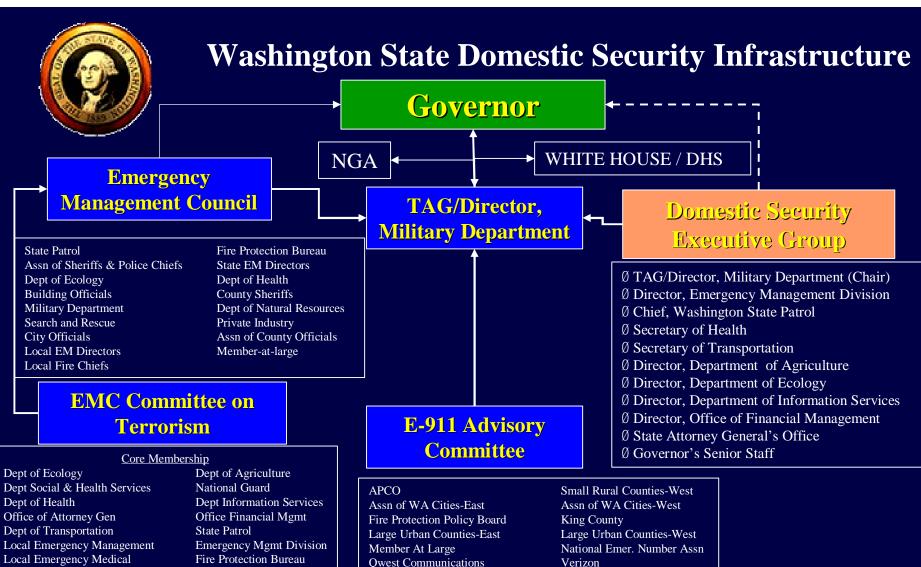
Feb Revised Objectives & Strategies

Mar Review & Analysis Update E-Mail

Washington Statewide Action Planning



- "Where are we at today?"
- "Where do we need to be in the future?"
- "What are the key overarching target areas that must be addressed to close the gap"?
- "What needs to be accomplished, in what order and at what cost?
 - timelines & cost"



Advisory

U.S. Coast Guard FBI **FEMA** Dept of Defense Public Health Services **EPA**

Local Fire Departments

Dept of Agriculture

Assn of WA Business

Local Law Enforce (Chiefs)

Local Law Enforce (Sheriffs)

Dept s of Personnel & Employ. Sec Tribal Liaison

Dept of Labor & Industries Assn of Hospitals Local Public Health WA Assn of Ports

State Assn of Counties-West State Council of Fire Fighters

VoiceStream Wireless

WA Fire Commissioners Assn.

WA State Ambulance Assn

WA Emergency Mgmt Assn

Officers

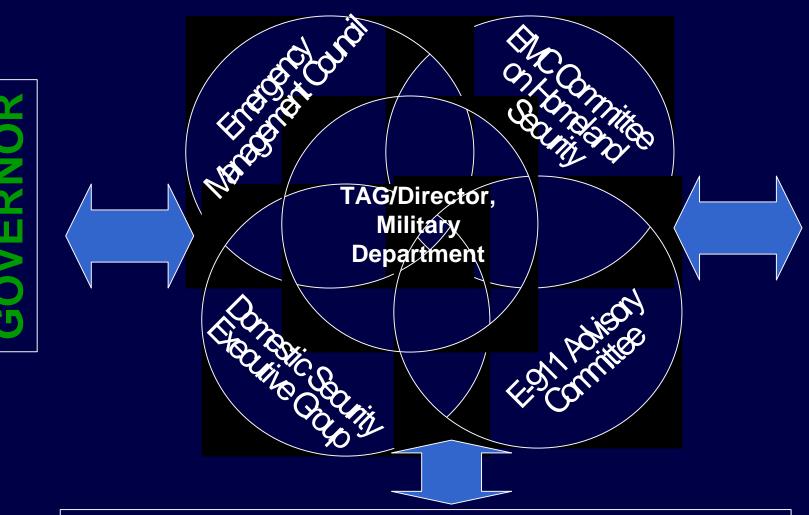
WUTC

Small Rural Counties-East

Verizon

WA Assn of Sheriffs & Chiefs WA Independent Tel. Assn State Dept of Health Washington State Patrol State Assn of Counties-East State Assn of Fire Chiefs State Council of Police

- A System of Systems Approach -



STATEWIDE LOCAL GOVERNMENT, TRIBAL NATIONS, PRIVATE SECTOR & NONPROFIT ASSOCIATIONS

Strategic Plan Proposal "The Numbers"

Number of Strategies Requiring Action Plans

Agency/Association/Commission	Action Plan Coordination Lead Or Co-Lead
MILITARY DEPT	34
WSP	21
DOH	5
DIS-SIEC	4
OFM - WCNCS	3
GA	2
AGO	2
AGR	1
CTED	1
DOE – SERC	1
DOL	1
DSHS	1

Next Steps

- § ODP Full Approval of Washington's State Homeland Security Strategy (Feb 04)
- **S** DSEG Approval for Balanced Scorecard Lead Coordinators (Feb 04)
- **S** Coordination with Non-DSEG Agencies/Groups (Feb 04)
- **§** Announce Lead Coordinators (Mar 04)
- § Action Plan Templates and Step-by-Step Guides Provided (Mar 04)
- § Information Meeting with Lead Coordinators (Apr 04)
- § Action Plan Development & Completion (NLT Aug 1, 04)
- S Action Plan Initiatives Prioritization (Aug Sep 04)
- **S** Business Plan Development (Oct Nov 04)
- S Draft Revisions to Strategic Plan Objectives & Strategy Implementation Steps (Timelines) (Dec 04)
- **S CHS Annual Strategic Planning (Jan 05)**
- **Servised Annual Submission (Feb 05)**

What Does A Lead Coordinator Do?

- Collaborates with stakeholders (Domestic Security Infrastructure and all other Statewide Partners)
- Develops the action plan
- Coordinates the action plan and gains consensus
- Point of contact for Military Department on progress
- Submits the action plan to Military Department
- If required, collaborates on business plan for initiatives
- If required, submits the business plan for funding

Homeland Security Action Plan Template Purpose

- Articulates specific actionable items.
- Consistent process facilitates evaluation, prioritization and resource allocation.
- Using a standardized tool assists coordinating lead by providing a "road map" for completion.

- 1. Coordinating Lead
- 2. What agencies, offices, associations and individuals collaborated on this action plan?
- 3. Strategy This Action Plan Addresses
- 4. Baseline Assessment
- 5. End State Goal
- 6. Gap Analysis
- 7. Targets to Close The Gaps
- 8. Initiatives, Pilots and Demonstration Projects
- 9. How will you measure success? (PERFORMANCE)
- 10. What funding sources have or will be attempted other than Department of Homeland Security Federal Funding?
- 11. Are there policy or legal issues that need to be considered as part of this action plan?

- 1. Coordinating Lead: (your agency, department, jurisdiction, facility or other identifier)\
- 2. What agencies, offices, associations and individuals collaborated on this action plan?
- 3. Strategy This Action Plan Addresses: (# from the Washington Statewide Homeland Security Strategic Plan)
 - a) Additional strategies this action plan supports:

4. Baseline Assessment

- a) What is the status of this strategy today?
- b) What funding has been received to date including the source of funding?
- c) What capability and capacity has been built to date?

- 5. End State Goal: (Where do you want to be in the future?)
 - 5. What is the end state you wish to achieve long term?
 - 6. What capability (what) needs to be built?
 - 7. What capacity (how much) needs to be built?
 - 8. What is the long term fiscal impact?
- **Gap Analysis:** (What are the key targets that must be addressed to close the gap?)
 - 5. What are the major gaps between your baseline and your desired end state?

- 7. <u>Targets to Close The Gaps: (list by year to be accomplished)</u>
 - 7. What needs to be done in year 1?
 - 8. What needs to be done in year 2?
 - 9. What needs to be done in year 3?
 - 10. What needs to be done in year 4?
 - 11. What needs to be done in year 5?
 - 12. What needs to be done beyond 5 years?
- 8. <u>Initiatives, Pilots and Demonstration Projects, Priorities and Estimated Costs</u>
 - a) In priority order, list the specific initiatives, pilots or demonstration projects for target year 1:
 - b) What are the estimated costs of priority 1,2,3"

- 9. How will you measure success (PERFORMANCE):
 - a) What performance measures support your action plan?
- 10. What funding sources have or will be attempted other than Department of Homeland Security Federal funding?
- 11. Are there any policy or legal issues that need to be considered as part of this action plan?

State Homeland Security Strategy Action Plan Lead Coordinators

PARTNERSHIP & LEADERSHIP	Coordinating Lead POC
OBJECTIVE 1.1 Define statewide Homeland Security interests, roles, responsibilities and structure.	MIL DEP (HQ)
1.1.1 Further develop partnerships to identify existing capabilities and capacities to meet the threat of terrorism and ensure there are clear linkages between all levels of government, tribal nations, private sector and citizens.	MIL DEP (HQ)
1.1.2. Review the existing statewide domestic security structure to maximize the organizational efficiency and effectiveness.	MIL DEP (HQ)
Objective 1.2 Review existing and proposed laws to ensure synchronization with local/state government and tribal nations homeland security goals and objectives.	AGO
1.2.1 Develop and maintain an effective system to ensure state laws support homeland security preparedness, prevention, response and recovery requirements.	AGO
1.2.2 Monitor state and national legislation for homeland security impact and maintain a dialogue with state and federal legislators to ensure statewide interests are considered.	AGO

PARTNERSHIP & LEADERSHIP	Coordinating Lead POC
Objective 1.3 Refine statewide continuity of government and continuity of service plans to ensure essential functions in case of a disaster.	MIL DEP (EMD)
1.3.1 Review existing plans.	MIL DEP (EMD)
1.3.2 2 Develop, where necessary, detailed planning for continuity of government and critical services within the state.	MIL DEP (EMD)
Objective 1.4 Create action plans to lead the statewide effort to prioritize initiatives, and projects to build homeland security capability and capacity.	Objective/Strategy Leads Mil. Dep. Coordinate
1.4.1 Create task oriented action plans that include establishing a baseline, desired end states, targets and performance measures for the statewide goals and objectives.	MIL DEP (HQ)
Objective 1.5 Build a strong and engaged partnership between federal, state and local government, tribal nations, special purpose districts and the private sector to facilitate building state homeland security capability and capacity.	MIL DEP (EMD)

PARTNERSHIP & LEADERSHIP	Coordinating Lead POC
1.5.1 Partner with business, all levels of government and statewide associations to improve emergency capabilities and capacity.	MIL DEP (HQ)
1.5.2 Include the business community in the state Emergency Operations Center operations to ensure a strong partnership during disaster operations.	MIL DEP (EMD)
1.5.3 Include the business community in the statewide domestic infrastructure membership.	MIL DEP (HQ)
1.5.4 Explore the best ways to communicate and educate the business community for homeland security.	CTED

COMMUNICATION	Coordinating Lead POC
Objective 2.1 Ensure interoperability for communications equipment, networks and advisory systems to achieve statewide communications capability	SIEC - DIS
2.1.1 Define statewide interoperability standards and inventory statewide systems in collaboration with the State Interoperability Executive Committee (SIEC).	SIEC - DIS
2.1.2 Resolve interoperability gaps, including both voice and data capability.	SIEC - DIS
Objective 2.2 Define communications protocols and methodology to ensure statewide connectivity.	SIEC – DIS - EMD
2.2.1 Establish a homeland security communications plan for both secure and non-secure means to communicate internally and externally with local, state and federal partners.	SIEC - DIS
2.2.2 Maintain effective scalable statewide communication networks to educate, share information and emergency procedures and provide advisories.	EMD

COMMUNICATION	Coordinating Lead POC
2.2.3 Maintain and improve the Homeland Security Advisory System (HSAS). Continue to dialogue with state and federal partners to identify and resolve system issues.	MIL DEP (HQ)
2.2.4 Develop a Homeland Security Public Information Plan.	MIL DEP (EMD)
Objective 2.3 Define the need and circumstances for formal coordination agreements between agencies (public and private) describing mechanisms to exchange and share information.	MIL DEP (EMD)
Objective 2.3 .1 Develop information sharing templates for agreements and parameters for exchange of information.	MIL DEP (EMD
2.4 Ensure statewide information sharing and communications systems are protected from threats.	DIS
2.4.1 Refine and develop where necessary effective cyber prevention and preparedness capability and capacity to protect the integrity and continuity of statewide information sharing and communication systems.	DIS

PREVENT ATTACKS	Coordinating Lead POC
Objective 3.1 Develop and implement terrorism monitoring, threat assessment, and information sharing systems.	WSP/WASPC
3.1.1 Partner regionally and nationally to develop and implement effective systems for terrorist threat monitoring and surveillance.	WSP/WASPC
3.1.2 Define the essential elements of critical homeland security information.	WSP/WASPC
3.1.3 Establish a system for dissemination of all relevant terrorism data and information to ensure reliable capability to alert officials and emergency response personnel of terrorist threats statewide.	WSP/WASPC
3.1.4 Establish a statewide prevention information, analysis, and intelligence sharing and infrastructure protection capability.	WSP/WASPC
3.1.5 Integrate daily use systems used in emergency response coordination into the information collection and dissemination system.	WSP/WASPC

PREVENT ATTACKS	Coordinating Lead POC
3.1.6 Create a central antiterrorism intelligence and analytical center [(Washington Joint Analytical Center – (WAJAC)].	WSP/WASPC
3.1.7 Establish one additional regional intelligence group; strengthen capacities and capabilities of existing groups.	WSP/WASPC
Objective 3.2 Coordinate statewide for prevention plans, assessments, procedures, infrastructure protection and funding priorities	WSP/WASPC
3.2.1 Use the state homeland security structure to coordinate and facilitate the building of prevention capacity.	WSP/WASPC
Objective 3.3 Adopt or develop an appropriate analytical "risk management" model to assess risk or vulnerability and identify methods to reduce risk.	WSP/WASPC
3.3.1 Establish threat reduction "anti-terrorism" activities, assist and educate the private sector.	WSP/WASPC

PREVENT ATTACKS	Coordinating Lead POC
Objective 3.4 Improve threat recognition to halt the development of a terrorism threat before it is executed.	WSP/WASPC
3.4.1 Create a regional system capability that consists of a fully computerized file system that is integrated between regions; system capability should include analytical software and GIS imagery with law enforcement database sharing to collect, screen, and store relevant information with prevention investigative value.	WSP/WASPC
3.4.2 Map threats and capabilities for preemptive action.	WSP/WASPC
3.4.3 Explore the use of remotely sensed Geographic Information Systems (GIS) data in the effort to map statewide threats.	WSP/WASPC
3.4.4 Establish a public and private community based pre-incident "threat indicator" training program.	WSP/WASPC
Objective 3.5 Improve the northern border area security.	WSP/WASPC
3.5.1 Define roles and responsibilities and work on actions to improve the northern border area security.	WSP/WASPC

REDUCE VULNERABILITIES	Coordinating Lead POC
Objective 4.1 Protect critical infrastructure within Washington State.	MIL DEP/EMD
4.1.1 Define criteria and identify statewide critical infrastructure.	MIL DEP/EMD
4.1.2 Conduct statewide critical infrastructure assessments.	MIL DEP/EMD
4.1.3 Develop threat detection capabilities for critical infrastructures.	WSP/WASPC
4.1.4 Develop countermeasures to protect critical infrastructures.	WSP/WASPC
Objective 4.2 Create a statewide critical infrastructure mapping system.	MIL DEP (EMD)
4.2.1 Utilize mapping capability to map critical infrastructure so that information is available to analyze infrastructure geospatial interrelationships.	MIL DEP (EMD)

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING	Coordinating Lead POC
Objective 5.1 Equip, and train emergency responders to nationally recognized standards.	WSP – EMD
5.1.1 Identify equipment standards, priorities, shortages and funding needs for emergency responders.	MIL DEP (EMD)
5.1.2 Develop a multi-discipline training capability to provide statewide emergency responders training, certification, and credentialing –Homeland Security Institute (HSI).	WSP
Objective 5.2 Focus exercises to strengthen homeland security critical mission areas concentrating on the complete homeland security threat spectrum (deter, preempt, prevent, protect, respond and recover).	MIL DEP (EMD)
5.2.1 Develop, plan and exercise for WMD preparedness validation. Incorporate emergency responders, private industry, state and local government, tribal nations, federal partners and volunteers in exercises to enhance statewide response capability.	MIL DEP (EMD)
5.2.2 Develop a broad based exercise program to leverage existing resources and systems.	MIL DEP (EMD)
5.2.3 Use NIMS/ICS in state and local exercises and real world events.	MIL DEP (EMD)

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING	Coordinating Lead POC
5.2.4 Develop and exercise mutual assistance compacts.	MIL DEP (EMD)
Objective 5.3 Train and educate citizens, volunteers, tribal nations, the business community, the media and government on terrorism.	MIL DEP (EMD)
5.3.1 Develop public education, training and information programs.	MIL DEP (EMD)
5.3.2 Develop and disseminate training materials, templates on how to prepare for, recognize, report, and respond to a threat or act of terrorism.	MIL DEP (EMD)
5.3.3 Train and exercise elected state and locally appointed officials to ensure competency in Incident Management and Continuity of Government operations.	MIL DEP (EMD)
5.3.4 Develop a state-wide NIMS Incident Command System (ICS) education and training program.	WSP
5.3.5 Publicize the Homeland Security Advisory System and the guides for preparedness statewide.	MIL DEP (EMD)

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING	Coordinating Lead POC
Objective 5.4 Enhance our public health and healthcare capabilities to respond to chemical, biological, radiological, nuclear, and explosive terrorism incidents.	DOH
5.4.1 Train and educate health care professionals from all sectors to respond as part of the statewide medical response capability.	DOH
5.4.2 Optimize regional medical surge capacity for victims of terrorism through concentrated needs assessment, and planning to eliminate gaps.	DOH
5.4.3 Build statewide chemical/bioterrorism capability by expanding laboratory capacity, enhancing continued disease preparedness activities, urgent disease reporting capability, and education, training exercises and drills.	DOH
5.4.4 Build statewide containment and isolation capacities to respond to chemical and bioterrorism attacks.	DOH
5.4.5 Build hospital decontamination capabilities and capacity statewide.	DOH
Objective 5.5 Use lessons learned and best practices to improve disaster resistance.	WSEMA-EMD
5.5.1 Research best practices in other states, and pursue partnership and pilot project opportunities.	WSEMA-EMD

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING	Coordinating Lead POC
5.5.2 Utilize and/or conduct after action reviews for exercises, training, planning sessions and other opportunities.	WSEMA-EMD
5.5.3 Document and share lessons learned to help build our mutual strength and knowledge.	WSEMA-EMD
Objective 5.6 Build the state volunteer citizen capability and capacity.	OFM/WA Commission for National and Community Service
5.6.1 Provide training through local, state and federal programs or other resources for volunteer groups to increase knowledge and group proficiency to better support emergency responders	OFM/WA Commission for National and Community Service
5.6.2 Promote and publicize volunteer opportunities to the public.	OFM/WA Commission for National and Community Service

EMERGENCY PREPAREDNESS – EDUCATION & TRAINING	Coordinating Lead POC
Objective 5.7 Exploit information systems and cyber technologies to enhance statewide preparedness and response.	WSP-WASPC
5.7.1 Utilize building mapping capability to map our critical infrastructure so that information is available to all state, local, federal, tribal and private emergency responders.	WSP-WASPC
5.7.2 Create a secure, portable information technology system emergency responders can utilize to facilitate incident command and management of key resources, identify and track credentialing, schedule on-site resources, locates required resources, tracks casualties and plans on-scene.	WSP-WASPC
Objective 5.8 Enhance regional CBRNE response capability and capacity statewide.	MIL DEP (EMD)
5.8.1 Support and sustain existing regional CBRNE response capability and capacity statewide.	MIL DEP (EMD)
5.8.2 Establish and sustain regional Hazardous Materials (HAZMAT) response capability and capacity statewide.	DOE

EMERGENCY RESPONSE & RECOVERY – MINIMIZE DAMAGE FROM ATTACK	Coordinating Lead POC
Objective 6.1 Build state and local Incident Management team capabilities.	WSP
6.1.1 Define and identify Incident Management Team concepts, membership, capabilities, responsibilities and training needs at the state and local level.	WSP
Objective 6.2 Manage the logistics of emergency resources to maximize response and recovery capability.	GA
6.2.1 Enhance capability to receive, store and distribute emergency response stockpiles (e.g, Strategic National Stockpile.), implement the Prepositioned Equipment program, and coordinate EMAC resources.	MIL DEP (EMD)
6.2.2 Develop and maintain a state-wide logistics resource database for equipment and supplies to include available assets from all sectors.	GA

EMERGENCY RESPONSE & RECOVERY – MINIMIZE DAMAGE FROM ATTACK	Coordinating Lead POC
6.2.3 Review emergency purchasing and acquisition plans to ensure equipment and supplies can be quickly procured in a disaster.	GA
6.2.4 Review and enhance disaster mortuary plans and capabilities.	DOL
Objective 6.3 Improve recovery planning, resourcing, training and exercises capability and capacity.	MIL DEP (EMD)
6.3.1 Review statewide recovery capability and capacity and enhance where necessary.	MIL DEP (EMD)
6.3.2 Include recovery tasks in annual exercises and training objectives.	MIL DEP (EMD)
6.3.3 Develop victim assistance plans (e.g., special needs population, mental health issues, and orphans) for potential terrorist events.	DSHS

RESOURCE CAPACITY	Coordinating Lead POC
Objective 7.1 Coordinate statewide to ensure effective and efficient investment in the state's homeland security requirements.	MIL DEP (HQ)
7.1.1 Identify funding opportunities to augment homeland security efforts.	OFM
7.1.2 Coordinate statewide to reduce duplication of effort and resources.	MIL DEP (EMD)
Objective 7.2 Make interoperable acquisition decisions for homeland security investment.	MIL DEP (EMD)
7.2.1 Focus acquisition strategies to achieve statewide interoperability.	MIL DEP (EMD)
7.2.2 Develop a core statewide emergency response capability and then augment based on threat.	MIL DEP (HQ)

RESOURCE CAPACITY	Coordinating Lead POC
Objective 7.3 Invest based on statewide homeland security priority list.	MIL DEP (HQ)
7.3.1 Develop and maintain a state homeland security priority list to fund when resources are available.	MIL DEP (HQ)